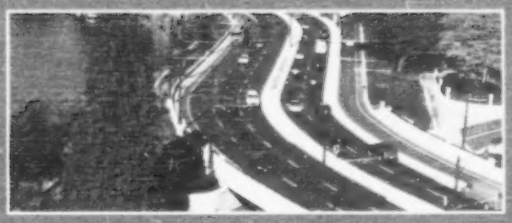
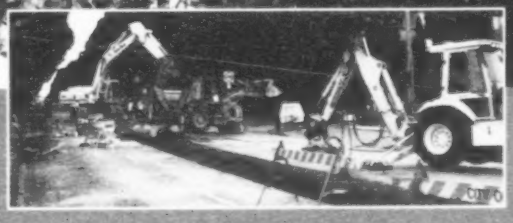
City of Vancouver
2004 Annual Report





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CITY OF VANCOUVER

2004 was a year of moving forward for the City of Vancouver. We're improving our infrastructure, building new programs, and pursuing new initiatives. We're on the brink of some of the most exciting and memorable years our city has ever experienced. We move into another year with the goal of becoming a more sustainable city but remaining one that supports and values all of its citizens. In 2010, we'll be the Olympic Host City, and many of the positive changes we're seeing in Vancouver are related to that honour.

The City of Vancouver's more than 9,000 staff members and our dedicated Mayor and Council are working to meet the challenges that are ahead of us, and are also continuing to focus on meeting our day-to-day needs to keep Vancouver a beautiful, thriving place to live, work, do business and visit.

VANCOUVER

City incorporated: 1886

Named for: Captain George Vancouver

Metro population: 2,132,824

City population: 581,806

Size: 113 square km

MESSAGE FROM THE MAYOR

On behalf of Council, I am pleased to provide the citizens of Vancouver with this report that highlights the City of Vancouver's major accomplishments in 2004.

I am proud that Vancouver is a city driven by its commitment to sustainability and seeks to provide its citizens with the best possible economic, cultural and social opportunities. Vancouver is recognized as a city on the leading edge of public policy, programs and urban design. Every year, we host policy makers and planners from all over the globe. They come to Vancouver to see first-hand how we have created one of the most remarkable cities in the world.

In 2004, City Council continued to make major strides in building on our reputation for excellence and innovation.

We set new standards for sustainability. The City is a major landowner, employer, purchaser of goods and services, and regulator; therefore, we have a tremendous influence in our community. We want to lead the way as an organization, and do our part to reduce our environmental footprint. To this end, we signed on with BC Hydro to purchase green energy; expanded our fleet of low-consumption vehicles; supported rapid transit; built more bike lanes; consulted on a community climate change action plan; adopted an ethical purchasing policy; and finalized a development plan for the Southeast False Creek area which will make it the most sustainable community in Canada.

Meanwhile, the redevelopment of the Woodward's building was another large project that took major steps forward in 2004. City Council selected a developer; secured an additional 100 non-market housing units from the Province of BC (bringing the total number of units to 200); chose two organizations to develop the non-market housing; and encouraged Simon Fraser University to relocate their School for the Contemporary Arts to Woodward's.

I am personally proud of the City's record in supporting innovative approaches to our drug problems. Our Four Pillars Drug Strategy, which integrates enforcement, prevention, treatment and harm reduction, is demonstrating positive results. For example, figures for 2004 suggested a decrease in drug overdose deaths: from a high of 191 in 1998, to 53 in 2004. We still have a long way to go to solve the complex issues of drug use, but we are making progress.

Once again, I'd like to thank my Council colleagues for their dedication and hard work over the last year. I'd also like to thank our City Manager Judy Rogers and her staff for their very capable support on the many issues with which Council must grapple.

Larry Campbell

Larry Campbell, Mayor of Vancouver

MESSAGE FROM THE CITY MANAGER

For those of us who have worked at the City for a few years, it is hard to remember a time when there was such a buzz in the air, such a sense of excitement.

This is a time of unprecedented growth, development and transformation in Vancouver. Preparations for the Olympics have begun. Southeast False Creek, the last major track of undeveloped industrial waterfront land near the downtown area, is about to undergo redevelopment. Woodward's is almost ready to begin its transformation into a living building again. The rapid transit line to the airport and Richmond will soon begin construction. And Main Street will undergo a redesign to improve transit movement and to make the street more pedestrian friendly.

Together with the almost 9,000 staff who work with me, I am grateful to be at the City of Vancouver at such an eventful time. There has never been a more exciting time to work for a municipal government. Right now in this city, we all have the opportunity to make a real difference for the future. Decisions we make together today – as citizens, business owners or employees of the City – will affect Vancouver for decades to come.

In 2004, the City continued to win awards in a wide range of areas. To give you an example of some of the awards and accolades presented to the City and its staff: Vancouver's National Works Yard became the first building in Canada to be presented with a LEED Gold certification, a designation given to green buildings; in the area of planning, we were recognized for Excellence on the Waterfront, and earlier in 2004 we were presented with a Downtown Achievement Award.

We also picked up awards for improving accessibility, and for the achievements made in the Downtown Eastside through the Vancouver Agreement. A full listing of the City's many awards is on our website: vancouver.ca/awards.

This is a city in which we can all take great pride.

Once again, I'd like to thank the residents of Vancouver for their continued support of our work, and for taking the time to provide us with feedback during the many public meetings we undertake with the community.

I would like to express my deep gratitude to the talented and committed staff who work at the City. Their passion for the well-being of the community is one of the reasons Vancouver is consistently rated as one of the most livable cities in the world.

Judy Rogers

Judy Rogers, City Manager

A CITY MOVING FORWARD

UPDATE ON OLYMPIC PREPARATIONS

In less than five years, Vancouver will be welcoming the world as we stage the 2010 Olympic and Paralympic Winter Games. Since the city was awarded the 2010 Games in 2003, preparations have been well underway for this celebration of sports and culture. The work being done will help fulfil the 2010 Games' commitment to supporting social inclusivity, economic opportunity, sport development and healthy lifestyles, while creating lasting social, physical, environmental, and economic legacies for our city.

New General Manager

- The City of Vancouver named Dave Rudberg, its former General Manager of Engineering, as General Manager for Olympic Operations. He will coordinate the work of City departments in Olympic preparations, overseeing such areas as venue development, infrastructure improvements, and communications.

Social Legacies

- The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) and Bell Canada have committed $2 million to economic development in the Downtown Eastside for ventures such as business opportunities to fill vacant commercial spaces, and jobs for local residents. They'll also support efforts to ensure Vancouver's inner-city communities benefit from other opportunities related to the 2010 Games.

2010 LegaciesNow

2010 LegaciesNow, the not-for-profit society responsible for making sure every region in BC starts benefitting now from sports, recreation, volunteer, literacy, arts and cultural legacies, has helped kick-start several new programs in Vancouver.

- HostingBC supports organizations in staging international and national sports events. So far, it has provided $115,000 in funding to host nine sporting events in Vancouver including: the Honda Tour of Champions – NorAm Snowboard Championships; the Artistic Gymnastics and Trampoline and Tumbling Canadian Championships; the Vancouver Women's Open (tennis); World Cup Fencing; and a bid to host the Wheelchair Basketball World Championships.
- Through the ArtsNow program, 28 Vancouver organizations have received more than $350,000 in funding for their work.
- In November 2004, the City became the first municipality to join 2010 LegaciesNow's challenge, which sets a target of increasing the physical activity of citizens by 20 per cent by the start of the Games.
- The City and Park Board launched Get Out!, an initiative to encourage youth to be active in arts, culture and sports. Get Out! provides grants to youth and community partners to develop programming and projects, and has sponsored events such as Chillin' On Ice, late-night skating for youths on Saturday nights at Killarney Rink.
- 2010 LegaciesNow teamed with Bell, the Vancouver Agreement, and Cypress Mountain to start up Chill, a snowboarding program for disadvantaged inner-city youth.

Physical Legacies

- The Southeast False Creek Official Development Plan, the blueprint for the track of land that will house the Athletes' Village, underwent its final changes for approval. After the 2010 Games, SEFC will be home to a sustainable mixed-use residential and commercial area.
- The Park Board approved the Master Plan for Riley and Hillcrest Park and Nat Bailey Stadium, which determines the location for the Olympic curling venue and the future replacement for Percy Norman Pool. After the Games, the curling venue will become the home for the Vancouver Curling Club, Riley Park Community Centre, and a hockey arena.
- The Pacific Coliseum and Agrodome will be renovated and used as venues for various events.

Environmental Legacies

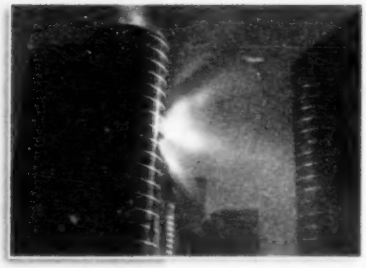
- Venues that require an entirely new building, such as the Hillcrest curling facility, will be targeted to achieve a sustainability standard of LEED Silver (Leadership in Energy and Environmental Design system, a voluntary, consensus-based international standard for developing high-performance, sustainable buildings).
- The Athletes' Village will be built according to the Southeast False Creek Official Development Plan, which is slated to be a model sustainable community.
- Venues that require renovation and modifications to an existing building, especially older ones such as the Pacific Coliseum, are not suitable for meeting a defined LEED standard. However, the City is meeting its sustainability goal by renovating and re-using existing facilities.

Economic Legacies

- For businesses that want to be part of the estimated $4 billion in economic opportunities the Games are expected to generate, the Province of BC has developed the 2010 Commerce Centre (2010commercecentre.com). This will be the one-stop portal for information on opportunities, vendor qualifications, sponsorship, merchandising and the use of logos.

For updates on preparations for the Olympics: vancouver.ca/olympics

OUR GROWING CITY



Vancouver's reputation as an excellent location to live, work, and visit is growing. Everyday, more people call Vancouver home, do business here, or touch down in our city to enjoy everything it has to offer. The ways we're working to meet this growth show in our new developments, improved infrastructure, and sustainability initiatives.

Record Development Activity

Vancouver witnessed record levels of development activity in 2004. The construction value of building permits issued exceeded $1 billion for the fourth consecutive year. The Development Services department processed 743 development permit applications. Building permits were issued for 781 new one-family dwellings, 75 new two-family dwellings, and 6,083 townhouse/apartments. The total value of building permits was $1.73 billion, a 62 per cent increase over the 2003 total.

Vancouver Convention and Exhibition Centre

Through a funding partnership involving the Province of British Columbia, the Government of Canada, and Tourism Vancouver, the Vancouver Convention and Exhibition Centre is undergoing a major expansion. When completed in 2008, convention space in Vancouver will triple, and the site will serve as the international media and broadcast centre for the 2010 Olympic and Paralympic Winter Games.

- The project is expected to generate 6,700 person years of construction-related jobs, and 7,500 permanent jobs once the facility opens. The building itself will be the city's largest, with over 1.1 million square feet of floor area, and is situated on a prime waterfront site. It will also be a showcase for green building development with a target of LEED Gold under the internationally recognized green building rating system.
- In September 2004, the Development Permit Board gave preliminary approval in principle for the project. Site preparation began in October 2004 and foundation construction started in April 2005. Further review and consultation will be required prior to final approval of the development permit.

LICENCES ISSUED IN 2004:

Business: 49,884

Dog: 17,284

Commercial: 9,323

PERMITS ISSUED IN 2004:

Electrical: 8,844

Fire: 862

Gas: 3,119

Plumbing: 4,007

Sprinkler: 2,657

Getting You There

Through long-range planning and day-to-day care, City staff work year round to provide citizens with well-maintained streets and infrastructure, and safe and efficient ways of getting around the city. Our new initiatives and improved safety measures demonstrate our commitment to biking, walking and recreational routes throughout Vancouver, as well as looking after city waterways.

- A $2.75 million project along the Oak Street corridor resulted in sewer and water main replacements, pedestrian safety improvements, sidewalk and curb repairs and street paving. The project, scheduled to last up to 15 weeks, was finished in 12 weeks, with traffic delays and disturbances kept to a minimum.
- A $1-million project on nine kilometres of roadway stretching from Boundary Road to downtown involved repairs for curb, gutter, sidewalk, paving and retaining walls. It was finished on time and 34 per cent under budget.
- A $600,000 project was completed around Marine Drive and Elliot Street bringing safety and street improvements to the area; and Victoria Drive underwent $1-million worth of street, curb and sidewalk rehabilitation and construction.
- A new section of the Cordova Viaduct between Burrard and Thurlow Street and a new section of the Thurlow Viaduct between Hastings and Cordova Street were opened to the public in October. These viaducts were constructed for the City by a developer to allow access to adjacent properties, and are now under the jurisdiction of the City. They were constructed to allow for extra large street trees, landscaping and the possibility of future streetcar tracks.
- The Downtown Transportation Plan is in action on our streets. The plan sets out to improve downtown accessibility and livability by creating a balanced transportation system for vehicles, bicycles, transit, and pedestrians. Last April, Abbott Street, Carrall Street and the north end of Cambie Street were converted to two-way access. The change has improved accessibility to the Gastown and Victory Square areas, and has been met with approval by area residents, businesses and the general public. Homer, Beatty, and Cambie Streets are slated for conversion from one to two-way operation. The Hornby Street bike lane was also approved for construction.
- In 2004, the Inverness Bikeway and Georgia Street bike lanes were opened. The Windsor Bikeway is under construction, and the 10th Avenue Bikeway was approved for construction. The Ridgeway Greenway linking Boundary Road to Blanca Street was completed; and the concept plan for the 43rd Avenue Greenway was finished and construction began.
- The City now has 720 traffic signals throughout Vancouver.
- City Council adopted a policy to complete and expand the sidewalk network around Vancouver. Priority areas will be transit routes; arterial streets; pedestrian collector streets; higher zoned streets; and local residential streets. The goal is to complete the sidewalk network on transit routes by 2007 and both sides of arterial streets by 2009.
- The City and the False Creek Yacht Club joined forces to open the Vancouver Boater Welcome Centre in False Creek. The Welcome Centre provides a reservation and information area, pump-out facilities, and shower, laundry and washroom access for visiting boaters. A handy phone number (604.648.BOAT) was also established for users to contact the centre.

DEVELOPMENT SERVICES IN 2004:

Value of building permits in 2004: $1,738,534,136

Trade permits issued: 16,129

Trade permit inspections (building, electrical, plumbing): 165,986

Property use inspections: 18,000+ (8,950 in-stores)

Tree inspections: 3,807

Phone enquiries answered: 35,964

Heritage buildings protected: 21

Subdivision applications: 112

REVIVING NEIGHBOURHOODS

Woodward's – Major Steps Forward

2004 was an eventful year for the historic Woodward's building. Located in the 100-block of West Hastings, the red brick building has long played a pivotal role in our city. It once provided food, household goods and employment to many people in the local Downtown Eastside community and beyond. Today, it is the focus of a neighbourhood's hopes and dreams. The City of Vancouver purchased the Woodward's building from the Province in March 2003, and in just over a year, much has happened.

- After an extensive public consultation process, City Council selected Westbank Projects/Peterson Investment Group (Henriquez Partners, architects) as the developer for the Woodward's project in September 2004.
- In December, the federal and provincial governments signed the second phase of the Canada/British Columbia Affordable Housing Initiative, which includes a commitment for 100 more units of affordable housing at Woodward's, bringing the total in the building to 200.
- Council selected two agencies to sponsor the non-market housing development. Affordable Housing Society will get 75 units of housing for low and modest-income families, and PHS Community Services Society (Portland Hotel Society) will sponsor 125 units of housing for low-income singles.
- The last major piece of the puzzle was the announcement that Simon Fraser University's School for the Contemporary Arts would relocate to the historic Woodward's site as part of the redevelopment project.

Chinatown and Gastown Revitalization

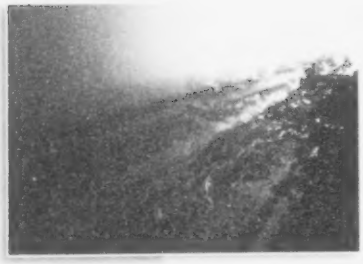
As part of the Downtown Eastside Revitalization program, work continues in Chinatown and Gastown to rejuvenate these historic and culturally important parts of our city.

- The Chinatown Revitalization Committee, a joint City and community project, has been exploring ways to increase housing stock and attract residents back to this neighbourhood, while maintaining the existing social, cultural and historic character of the district. In 2004, the City unveiled proposed design concepts for new developments in Chinatown. A team of architects was commissioned to examine several Chinatown building styles and to propose appropriate new models on which the public were invited to comment.
- Gastown saw the arrival of a long-term tenant in Storyeum, a new tourist attraction that's an interactive historical and cultural tour through British Columbia. Storyeum occupies more than 100,000 square feet of commercial space and is part of the redevelopment and reconstruction of the Gastown Parkade.
- Proposed design concepts are being considered for the Carrall Street Greenway, which will connect Chinatown, the Downtown Eastside and Gastown, and complete the downtown recreational seawall loop by linking False Creek to Burrard Inlet.
- The Edgewater Casino received a rezoning permit to include slot machines at its new facility in the Plaza of Nations and among the conditions it agreed to was a community hiring initiative. Five job fairs were held mostly in the Downtown Eastside, and more than 10 per cent of those hired were inner-city residents who had been unemployed for long terms or faced multiple challenges in entering the work force.

Vancouver Agreement

The Vancouver Agreement was signed in 2000 by the City of Vancouver, the Government of Canada and the Province of BC as a commitment to support economic, social and community development in Vancouver, focusing first on the Downtown Eastside. Since then, the Agreement has led to many positive changes in the community.

- More businesses are choosing to locate, remain or expand in the Downtown Eastside. Two major examples are multicultural network Channel M, which chose Chinatown as its broadcasting headquarters, and design company Inform Interiors which expanded its operations in Gastown.
- In 2004, the Vancouver Police Department, City of Vancouver Licences and Inspections department, provincial Employment Standards Branch and Liquor Control and Licensing Branch, Immigration Canada and the Canada Customs and Revenue Agency combined forces to conduct two initiatives targeting businesses that support the drug trade and other crimes. Projects Lucille and Raven dealt with owners of hotels, pubs, pawn shops and convenience stores that supported crime and took advantage of those addicted to drugs. The Vancouver Agreement provided $1.5 million for these initiatives, which also focused on ensuring order and safety around Insite, the supervised injection facility.
- The Vancouver Agreement won the Institute for Public Administration of Canada's Award for Innovative Management for its unique model that unites the efforts of three levels of government.

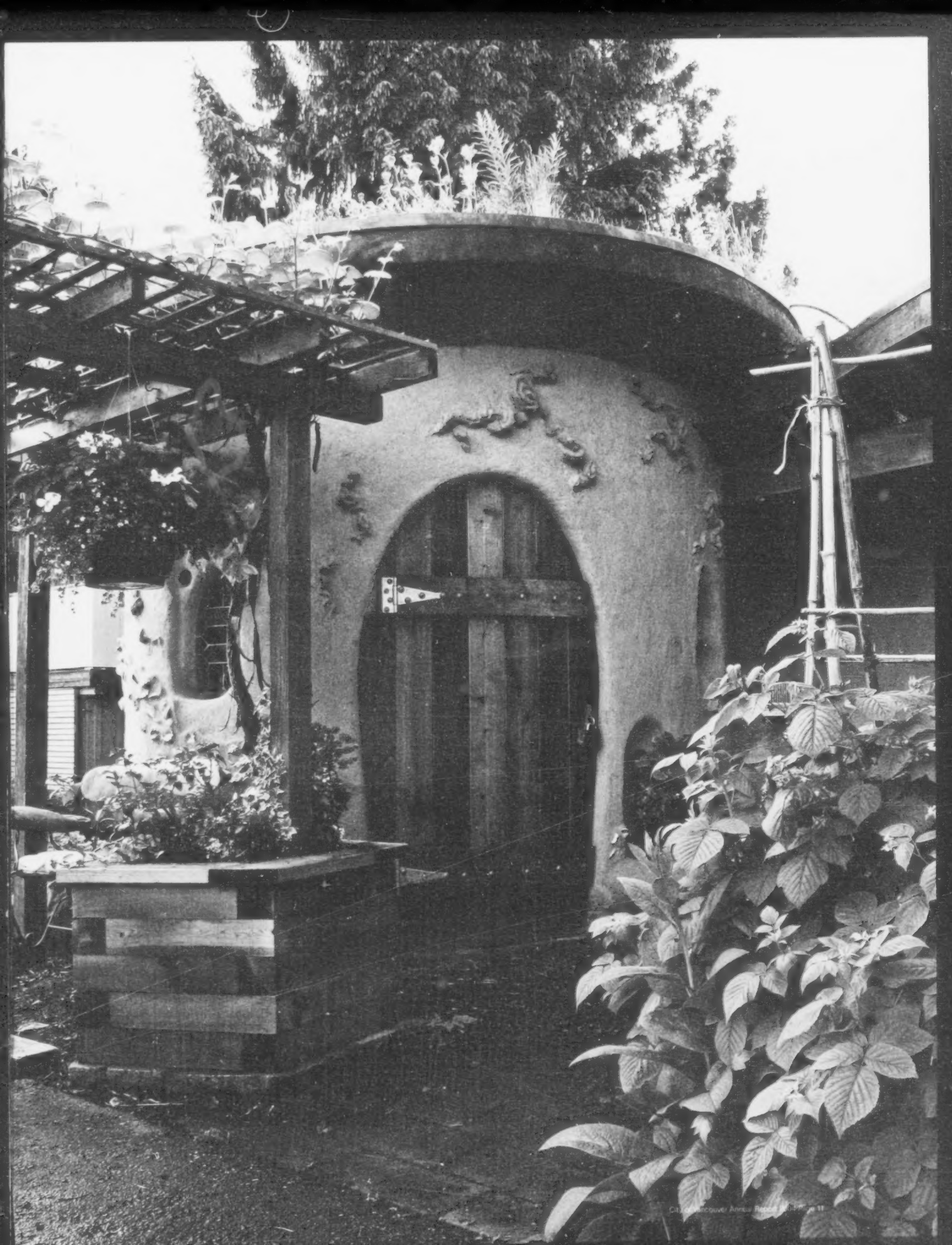


OUR GREEN CITY

Sustainability for Today and the Future

The City of Vancouver's efforts to be a greener, more sustainable city are reflected in the wide range of initiatives we support. We're looking to change things in the way we do business that will result in ecological, social and economic improvements to protect and enhance our city today and in the future. We try to lead by example and have also launched a Community Climate Change Action Plan to help residents and businesses find ways to contribute too.

- City Council adopted a Green Building Strategy, which sets high environmental standards for the construction of new buildings. The strategy will be a policy objective for civic buildings and special development projects such as Southeast False Creek. It will also act as a guideline for a move towards similar standards for private sector construction.
- The City received a Green Power Certificate from BC Hydro recognizing Vancouver's use of green power to help meet City Hall's electricity needs. BC Hydro defines green power as socially responsible electricity generated with minimal environmental impact from renewable resources.
- The Vancouver Landfill, in partnership with Maxim Power Corporation, generated more than 43,000 GWh of electricity (the energy needs for 3,000-4,000 homes) in 2004, by using landfill gas, a byproduct collected from the landfill.
- In April 2004, Council received the draft Community Climate Change Action Plan from the Cool Vancouver Task Force. The Task Force then held public consultation sessions to gain insight on some of the barriers, challenges and opportunities for individuals to reduce greenhouse gases.
- City Council implemented an Ethical Purchasing Policy for the City of Vancouver. The policy ensures that all items purchased by the City, including clothing, coffee, and related items, are all manufactured and grown according to established international codes of conduct for wages, workplace health and safety, and other labour practices.
- Back lanes in Vancouver now have greener alternatives. In December 2004, Council endorsed Centre Strip Lane Paving as the City's new standard treatment for all residential lanes. Strip Lanes have an asphalt centre path with grass edges, which allows more rain water to be naturally absorbed, and calms traffic. Residents also have the option of paying part of the cost for the installation of a Country Lane, a treatment that has two narrow tire-width strips of asphalt for driving, surrounded by wider grass strips.
- Vancouver's Crown Street became the City's first "sustainable street" through a pilot project. The street uses less than half the asphalt of a normal road and is edged by grass and concrete. Crown Street was chosen for this project because it drains into two of Vancouver's remaining salmon-bearing creeks. The new design mimics what the natural conditions were, while beautifying the neighbourhood, and providing more green space and traffic calming.
- The conversion of all of Vancouver's traffic signals from incandescent lamps to LED lights, under BC Hydro's Power Smart program, was completed in 2004. The LED lights use about 85 per cent less energy and will save an estimated $357,000 annually in electricity and maintenance costs.
- In 2004, the City took part in a biodiesel trial in which some heavy-duty vehicles were run on a fuel alternative made partly of natural oils, including vegetable oil, animal fat, and used cooking oil. As a result of the successful trial, Vancouver has teamed with other area municipalities to jointly buy up to 80 million litres of biodiesel in the next five years.
- The City vehicle fleet now includes 10 Smartcars, six hybrid vehicles, four garbage packers running on biodiesel, and more fuel-efficient vehicles are on order. The City is also continuing to downsize vehicles where appropriate, which leads to a 20 to 30 per cent reduction in fuel consumption.



HOUSING IN 2004:

Low-income rental units directly managed by the City: 771 (in nine residences)

Occupancy rate: 96.1%

Tenants age 55 or older: 14%

STRENGTHENING COMMUNITIES

Vancouver's 23 distinct and vibrant neighbourhoods are the backbone of our city. Much of the work we do is directed toward staying true to our mission statement to "create a great city of communities which cares about its people, its environment and the opportunities to live, work and prosper." That goal is achieved through our planning, services, and maintenance, which keep our neighbourhoods and the entire city among the most livable places in the world.

Building Stronger Neighbourhoods

Through partnerships with the members of Vancouver's communities, the City works for and with neighbourhoods to take care of today's safety and livability issues and to plan for the future.

- The Community Visions Program teams City staff with residents to outline future plans for a neighbourhood based on an area's needs and aspirations. In 2004, South Cambie/Riley Park and Arbutus Ridge/Shaughnessy/Kerrisdale embarked on their "visioning process" with a series of public workshops and events to gather ideas and opinions.
- The Kensington-Cedar Cottage Community Vision is in action in the Kingsway/Knight Neighbourhood Centre, an area that has had issues with traffic, safety, and crime. The area is currently undergoing improvements such as repainting street light and traffic signal poles; adding more litter bins to keep the streets tidier; sidewalk reconstruction; tree replacements; and a long-awaited major retail/residential development on a key corner is under construction.
- City Council approved the Coordinated Neighbourhood Response Program, beginning with a pilot program in the West End. The program brings together the efforts of City staff, Police, other levels of government and community representatives to help the neighbourhood deal with safety and street issues such as aggressive panhandling, homelessness and drug dealing.

Housing and Facilities

By providing land, affordable leases, and funding, the City of Vancouver helps develop and run social housing projects, generally in partnership with other organizations and levels of government. In 2004:

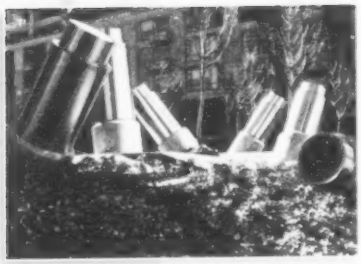
- Lu'ma Housing, a 22-unit project for aboriginal families, opened.
- The Katherine Sandford project with space for 52 seniors is under construction.
- The Performing Arts Lodge for seniors and the disabled from the performing arts industry received funding and approval and is now under construction.
- The City purchased Granville Residence, a run-down downtown property, and is restoring it to create 82 low-income suites.
- A $2-million upgrade to the Central Residence in the Downtown Eastside was officially celebrated by the City and the Province of BC. The renovations created 65 units for those most at risk for homelessness, which were funded by the three levels of government.
- City Council endorsed the framework for the Homelessness Action Plan, which addresses what can be done to deal with the underlying complexities of homelessness, including housing, income and support.

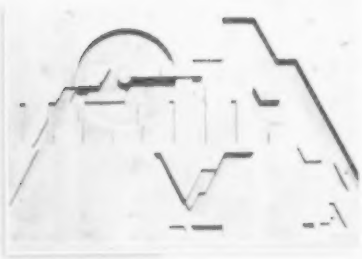
Public Spaces

- City Council approved the implementation of phase one of the Mountain View Cemetery Master Plan. The plan will update this City-owned cemetery so it can offer Vancouverites interment and memorialization options within the city for the first time in nearly 20 years, and will help reduce the operational cost of the cemetery on the tax roll. In May 2004, the renovation of 80 war graves was completed to meet Commonwealth Graves Commission standards, and a schematic design was created to enhance the three "Fields of Honour" in Mountain View, where more than 11,000 veterans are interred.
- Local skateboarders are now enjoying a new skateboard facility, which opened under the Georgia Viaduct in September. A joint project of the City and Park Board, the Downtown Skateboard Plaza helps meet the growing demand for this kind of recreational facility. It also helps reduce conflict between pedestrians, motorists and skateboarders, and gives skaters a safe place to practice.
- The Green Streets program celebrated its 10th anniversary of helping and encouraging citizens to plant and take care of gardens in traffic circles and corner bulges. Green Streets began in 1994 with 15 gardens, and has grown into a nationally recognized community program with 190 gardens and hundreds of volunteers.

Keeping Things Clean and Safe

- In 2004, City Council approved a new automated waste collection system, which uses trucks equipped with mechanical arms to pick up specially designed containers. The new system will help reduce injuries to workers, and provide residents with durable containers, and a choice of sizes and prices. A public education and container selection campaign was launched to advise residents of the upcoming change.
- The number of litter containers on city streets grew to 1,200 from 800, and the level of service for these containers also increased. The downtown area is now serviced seven nights a week year round, and every day during the summer in outlying areas, including statutory holidays.
- By the end of 2004, the City had approximately 850 bus shelters (250 more than the previous year) and 450 street benches in place.
- During the winter cold snap, the City provided free road salt to residents when supplies at local retailers ran low. Almost 5,000 residents picked up about 55 tonnes of salt over two days to de-ice their sidewalks and driveways, and help keep streets safer.
- Neighbourhood Traffic Calming Plans were completed for East Pender, Braemar Park, Earles Street, 45th Avenue and Ash Street, 49th Avenue and Columbia Street, Strathcona Works Yard, School Avenue, Bobolink Park, and Lamey's Mill Road and Anderson Street. These areas will be upgraded to include features such as traffic circles, speed humps or street and traffic flow modifications.
- The City installed 12 more cyclist/pedestrian push button lights. In Vancouver, there are currently 262 pedestrian/bike signals, more than any city in Canada.





IN 2004, AT VANCOUVER'S THREE CIVIC THEATRES:

Orpheum Theatre

Performances: 175

Attendance: 302,911

Queen Elizabeth Theatre

Performances: 127

Attendance: 226,966

Vancouver Playhouse

Performances: 225

Attendance: 74,832

ARTS AND CULTURE

At the City of Vancouver, we understand it takes more than just well-maintained roads and efficient garbage service to make a great city. We realize that supporting our arts and cultural communities, and providing opportunities for our residents and visitors to be a part of artistic and cultural activities are important investments in our city. We can see the happy results of these investments every day in the range of entertainment available in the city, the public art that livens up our streetscapes, the special events we enjoy and in many other ways.

- Last year, the City provided grants to more than 175 arts and cultural organizations. An additional 350 groups received other forms of support through the use of City streets, parks and facilities. Through this support, the arts and cultural community produced 385 events and celebrations, and 540 live productions featuring more than 2,500 performances. The City's museums and media and visual arts organizations featured more than 600 exhibits. In total, more than three million people enjoyed live performances, screenings, exhibitions, festivals and special events in 2004.
- In April, the Office of Cultural Affairs held a successful public art competition in which anyone who lives, works or goes to school in Vancouver could submit sketches for new manhole cover designs. The Art Underfoot competition drew more than 640 entries from Vancouverites of all ages and walks of life. The winners were Kelly Cannell and Susan Point for the storm sewer cover design and Jen Weih for the sanitary sewer design.
- Three new Community Public Art projects on Prince Edward Avenue, at Still Creek, and at #1 Kingsway were completed. Three Civic Public Art projects at the National Works Yard, 45th Avenue at Clarendon, and Strathcona Park also joined the streetscape.
- Eight bland metal electrical boxes on Vancouver streets were turned into canvases for vintage photos of the city through a team effort by the Engineering department, the Graffiti Management Program, the Office of Cultural Affairs, and the Vancouver Archives. The boxes are covered in a special wrap imprinted with archive photos that depict a street scene of where the box is located as it appeared in the past.
- In March, the inaugural Vancouver Arts Awards were presented by the Society to Bridge Arts and Community in partnership with the City, the Department of Canadian Heritage, and the CBC. Televised from the Vancouver Public Library, the awards promoted awareness and participation in Vancouver's cultural community by recognizing excellence in culinary, media and recording, performing, and visual arts, writing and publication, and philanthropy.
- Schematic designs were completed for the proposed Queen Elizabeth Theatre redevelopment project. Pending funding, the redevelopment will begin construction in May 2006 with the first phase completed by the end of October. The final phase would be built between May and October 2007.
- In December, City Council approved a cultural strategic planning process. Council members and community and staff representatives will form the Creative City Task Force and guide an extensive stakeholder consultation. Set to begin in the fall of 2005, the process will culminate in a new cultural plan for Vancouver, with strategic goals, and priority objectives for the City's role in supporting arts, culture, community celebrations and special events.

CELEBRATING DIVERSITY

Diversity is one of Vancouver's greatest assets. Our multicultural, aboriginal and lesbian/gay/transgendered/bisexual communities bring to our city different views and experiences, which enrich and strengthen our communities. The City supports diversity through our policies, programs and events.

- The City handed out the ninth annual Cultural Harmony Awards to the Buddhist Compassion Relief Tzu Chi Foundation, a volunteer service group, and Roz Davidson, who teaches the value of multiculturalism in song, stories and actions to kids.
- Diversity was celebrated at the City of Vancouver through events for Lunar New Year, Diwali, Women's Day, the Stonewall 35th Anniversary, and the International Day for the Elimination of Racial Discrimination.
- The City, the Province of BC and aboriginal organizations signed the Aboriginal Employment Partnership Initiative to help increase job opportunities for aboriginal people. The City will identify future job opportunities, and share the information with aboriginal organizations so they can better match training programs to civic service jobs.
- The City's Multilingual Phone Lines offer help to citizens in Chinese, Punjabi, Spanish and Vietnamese. Key documents such as the Municipal Services Guide, plebiscite materials, and many other educational and information materials were made available in different languages.
- The City revamped its advertisement policy to ensure that we reach a wide range of communities when we place ads for public participation in civic issues.

WORKING TO SERVE YOU BETTER

The City of Vancouver is always looking for ways to serve its citizens better. Whether it's through new technologies or initiatives, our goal is to keep residents informed about the services available to them and what's happening in civic government. We also strive to work more efficiently as an organization.

- The City's website moved to a new easier-to-use address at vancouver.ca. The website started as a single page in 1994, and has grown to its current size, which now approaches 30,000 pages. The site received more than six million visitors in 2004, averaging 16,526 visits per day, up from 4,500 visits per day in January 2000.
- The City introduced live online broadcasting of Council, Standing Committee and Public Hearing meetings at vancouver.ca/councilmeetings. The meeting videos are also archived on the website for later viewing. The initiative is part of the City's ongoing commitment to involve residents and give a more comprehensive view of the decision-making process in municipal government.
- GVTV, the cable news magazine show produced by the City and the Greater Vancouver Regional District, returned to a 30-minute format and continued to cover stories about the people, places and issues of our region. Stories are also available for viewing online at gvtv.ca.
- The City has been testing and implementing the VanStor project, which will refresh our data storage infrastructure, replace obsolete file servers, accommodate data growth and improve security for our electronic files. The VanRIMS classification system is being rolled out across City departments to provide an integrated records classification system and retention/disposition schedule. It will improve storage and retrieval of records from all City departments and will apply to records in all media.
- An updated Guide to Municipal Services was published for residents. This compact, colourful booklet provides descriptions of City services, phone numbers, web addresses and a facilities map.

PRODUCED BY THE CITY IN 2004:

Print ads: 830

Public involvement ads: 146

GVTV stories: 32

News releases: 91

VANCOUVER PUBLIC LIBRARY

The Vancouver Public Library is one of our best-used civic facilities. Every year, the more than 370,000 cardholders borrow over eight million items from the extensive multi-format collections. The Central Library and the 20 VPL branches also offer a wide range of programs, events, and services for all its patrons and visitors, including children and English-as-a-second-language residents.

Record Numbers

In 2004, VPL's circulation increased by 8.6 per cent to more than 9.6 million items borrowed. Foot traffic also increased by 5.1 per cent across the VPL system and by 11.7 per cent at the Central Library alone. Reference questions increased by eight per cent to 1.2 million questions asked and answered in 2004.

Sunday Openings

Thanks to support from City Council, VPL is now able to stay open on Sundays year round at five key locations: the Central Library, Kitsilano, Oakridge, Renfrew and Britannia branches. VPL also extended Central Branch hours by one hour (Monday through Saturday) and opened four additional Tuesdays (after statutory holiday Mondays) at branches that otherwise would have been closed.

Writer-in-Residence Program

In the fall of 2004, the VPL Board of Trustees approved the creation of a Writer-in-Residence Program for 2005 in celebration of the 10th anniversary of Library Square. More than 60 applications were received from both accomplished and up-and-coming Canadian authors. The successful writer will be announced in late spring of 2005.

Working Together Project

VPL has developed and coordinated Working Together: Libraries in Communities, an initiative to explore ways to develop library service and break down barriers to service in socially excluded communities. Funded by Human Resources and Development Canada, the project focuses on the Mount Pleasant area in Vancouver and also involves libraries in Halifax, Toronto and Regina.

Summer Reading Club Success

Nearly 10,000 young readers participated in the Summer Reading Club program. To celebrate their reading achievements, Reading Club members attended a ceremony in September where they received a copy of the book *Harry Potter and the Order of the Phoenix* courtesy of Raincoast Books, and medals of achievement from Mayor Larry Campbell and VPL Board Chair Joan Andersen.

One Book, One Vancouver Book Club

VPL's One Book, One Vancouver Book Club enjoyed another successful year with its 2004 selection, Joel Bakan's *The Corporation*. The book club's events attracted hundreds of interested citizens, brought the book to life, and sparked many hours of spirited debate on the role of corporations in the community.

Consultation with Downtown Eastside and Strathcona

VPL initiated a community consultation process in spring 2004 to explore ways to enhance library services in the Downtown Eastside and Strathcona neighbourhoods. In May, the Library invited residents, community organizations and local businesses to participate in a series of workshops, roundtable and interactive brainstorming sessions, and questionnaires. The results were presented to the VPL Board of Trustees in July 2004. The VPL Board has made a new branch for the Downtown Eastside/Strathcona its top capital priority for 2006-2008.

Virtual Library

VPL's popular online chat reference services, Find It Now and Homework Help, were approved in May 2004 for continued operation.

EMERGENCY 9-1-1
VANCOUVER
POLICE
POLICE

VANCOUVER POLICE DEPARTMENT

The Vancouver Police Department strives to provide professional, effective, community-based policing, through partnerships focusing on prevention, enforcement, and investigative and problem-solving strategies. In 2004, the VPD honed its future plans, continued its work with communities, and solved many challenging investigations.

Strategic Plan: 2004–2008

- The VPD has developed a five-year plan through internal and external consultation, which outlines the department's organizational purpose. Its many goals include a promise to reduce property crime in Vancouver by 20 per cent over the next five years.

Community Focus

- The VPD has launched a popular crime prevention initiative called the Police Athletic League. It uses athletic, recreational, and educational programs to provide a positive environment for learning and to reduce opportunities for delinquency. Officers volunteer on their own time and the program is corporately funded. Since the fall of 2004, the Police Athletic League has run several programs including a soccer school, martial arts program, and a hockey school.
- In the spring of 2004, the VPD received the Women's Safety Award from the organization Femmes et Villes International. The award recognized officers from the City-Wide Enforcement Team and Downtown Eastside Neighbourhood Policing Team who developed a program for the survival and safety of sex trade workers. Police trained them to recognize signs of danger and to avoid dangerous situations or defend themselves as a last resort so they could escape from these situations.
- The VPD and the Vancouver Police Board hosted a discussion session in March on improving community safety. More than 100 community members and VPD Inspectors discussed the top safety issues in Vancouver, the root causes of crime, and how the VPD might best respond to these issues.
- In the fall of 2004, the VPD invited the public to help create a new graphic design for police cars. The new design will be applied with a reflective tape that cuts the cost of outfitting each car to $300 from $600. Of the many design entries, which came from citizens of all ages and walks of life, four were posted to the VPD website and everyone was invited to comment and vote on a design. More than 10,000 people voted, and a new design will be announced soon. The design will be applied to cars as they undergo their routine updates.

Notable Investigations

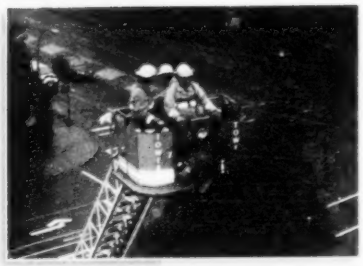
- The VPD Major Crime Section headed a week-long investigation into the kidnapping of a Vancouver man that ended with six suspects being charged with various offences including kidnapping. Members from the VPD, RCMP, and Combined Forces Special Enforcement Unit worked together to resolve this case.
- The VPD Sexual Offence Section conducted an eleven-month investigation into a serial rapist who plagued the city in the mid 1980s. A lone male suspect has been charged with 90 counts of sexual assault.
- The VPD Drug Section seized more than $65 million in marijuana from grow operations. The Drug Section made separate seizures of marijuana, cocaine, and chemical drugs valued in excess of $2 million, with 1,087 criminal charges.
- The VPD Financial Crime Section entered into a partnership to investigate illegal telemarketing that victimizes primarily senior citizens worldwide. A Memorandum of Understanding between the agencies was signed and a Competition Bureau investigator joined the Financial Crime Section and currently works with a VPD member.

VANCOUVER IN 2004

Residential break and enters decreased: 7.4%

Auto theft decreased: 5.4%

Sex assaults decreased: 1.9%



VFRS IN 2004:

Fire fatalities: 0

Building inspections: 16,215

Medical calls: 20,479

Hazardous material calls: 362

VANCOUVER FIRE AND RESCUE SERVICES

Vancouver Fire and Rescue Services is dedicated to protecting lives, property and the environment in our city by responding to fires and other hazardous or life-threatening situations. It also plays an important role in the community by running public safety and fire prevention programs and interacting with citizens so they have a better understanding of the work firefighters do, and how they can help protect themselves from dangerous situations.

Record Year

2004 goes into the history books of Vancouver Fire and Rescue as a year with zero fire deaths in the city. This outstanding achievement was due in part to strong code enforcement work by fire halls and fire prevention inspectors, and fire safety through public education.

Fire Operations

- VFRS began a pilot project using two rescue engines staffed with three or four fire personnel each. These engines increase firefighting capability during major fires; allow crews to carry out more fire safety inspections; and provide more efficient skills development and training.
- Every fire hall in Vancouver is now equipped with a thermal imaging camera, which is invaluable for spotting hard-to-find overheated electrical devices or people who have collapsed in fires and require rescue, and for identifying hot spots in smoke-filled environments.
- One hundred and twenty firefighters have been trained as Hazardous Materials Technicians and regularly work with Police, The Centre for Disease Control, the RCMP Explosive Devices Unit, Emergency Social Services, and other agencies to protect the public from chemical, biological, radioactive, nuclear, and explosive terrorism.
- VFRS added 13 new engines, two aerial ladder trucks, and two custom-built hazardous materials vehicles. One vehicle will also be purchased to carry specialized tools and a compressed air system to refill breathing-air bottles at fire scenes.

Dedicated Fire Protection System

The final section of the Dedicated Fire Protection System pipeline construction was completed and a new Lieutenant was selected to oversee the DFPS, in collaboration with the City Waterworks department. The system ensures adequate water for firefighting, especially after an earthquake in high-density areas. The DFPS has two saltwater pumping stations and an earthquake-resistant pipeline. In 2004, 23 DFPS drills involving fire halls and pumper trucks were conducted.

Seismic Detector

A seismic detector has been installed at Fire Hall #17 (54th Avenue and Knight Street) as a test project. It will enable apparatus bay doors at the fire hall to open automatically when there is seismic activity, allowing fire trucks to safely exit the building to respond to calls.

In the Community

- Fire trucks attended 150 public events last year such as block parties, school fairs, and community centre festivals. Ninety tours were conducted educating 2,551 children. VFRS personnel attended six community fairs, reaching 2,000 people.
- In 2004, a CPR instructor training program was launched to assist with firefighter instructor certifications. A Fire Fighter Community CPR manual was also placed in all branches of the Vancouver Public Library. More than 30,000 citizens have now been trained in Community CPR.

Emergency Preparedness

VFRS works with City of Vancouver Risk and Emergency Management office to deliver courses to Vancouver citizens through the Neighbourhood Emergency Preparedness Program (NEPP). The fire department held 10 classes reaching 500 people.

BLUNT BROS.
" A Respectable Joint "

VANCOUVER BOARD OF PARKS AND RECREATION

The Vancouver Park Board provides a wide range of quality parks and recreation programs that enrich the lives of all our City's residents and play a major role in building healthy families, communities, lifestyles, environments and the economy. With its leisure and fitness programs, parks, pools, rinks and beaches, the Park Board supports wellness, good health and a beautiful, livable city.

Special Events, Arts and Culture

- The Vancouver AIDS Memorial overlooking English Bay at Sunset Beach was unveiled after six years of planning.
- Light Shed, a donated sculpture recognizing the unique history of the waterfront, was installed on the Coal Harbour seawall.
- Monsters in the Meadow, a free outdoor movie event in Stanley Park, was attended by an enthusiastic crowd of 2,000.

Increased Accessibility

Throughout the year, the Park Board holds public meetings and open houses on projects and programs that impact residents. These provide opportunities to hear from residents, share information, and plan together for the future. In 2004, the Park Board consulted with the public on major developments such as the future of PNE/Hastings Park, Southeast False Creek and East Fraserlands as well as:

- the development of an Everett Crowley Park Management Plan
- Riley Hillcrest Master Plan development options
- Gingerbread House Day Care relocation
- Sunset Community Centre development plans and models
- possible sites for development of synthetic turf fields
- Kingcrest Park redevelopment
- redevelopment of the Aquarium's Education Centre located in Stanley Park
- Mount Pleasant Park proposed pool closure and plans and services for the new #1 Kingsway civic facility

New Technologies, Better Service

- Online recreation registration was introduced for six community centres providing convenience and easy access for registration from home computers.
- Online golf reservations were launched, making bookings easier and faster at McCleery, Fraserview and Langara Golf Courses.

Partnerships for Parks

- Point Grey Village gardeners began work on their native plant community garden at West Point Grey Park.
- The Stanley Park Ecology Society partnered with the Park Board on the Ivy Busters program in the park to restore natural habitat.
- The second phase of the Beaver Lake Accessible Trail, a joint project with BC Rehab and the radio station Rock 101, was opened with the wheelchair accessible trail linking Beaver Lake to the Seawall through one of Stanley Park's most scenic areas.

Environmental Leadership

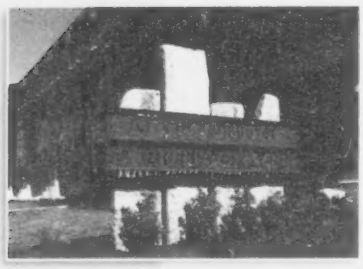
- A new Grow Natural education and awareness campaign was developed to support the City's initiative to reduce pesticide use on private lawns.
- In partnership with the Stanley Park Ecology Society, a sustainable earthen Cob House was built by volunteers in Stanley Park.
- In a program to recognize efforts of neighbourhood gardeners, the first city-wide Up Front Garden Contest was held in partnership with the Garden Club of Vancouver.

New and Upgraded Parks

- George Wainborn Park, named after the longest serving Park Board Commissioner, opened in the fall of 2004, providing a waterfront park for the growing Yaletown neighbourhood.
- Four new playgrounds were completed at Beaconsfield, Kensington, Kerrisdale, and Delamont Parks. All the playgrounds were designed with community input to better meet the needs of a new generation of children and parents.
- The last phase of the multi-year restoration of Victory Square, considered one of the City's most significant civic sites, was completed in time for the Remembrance Day ceremony.
- Strathcona Park upgrades included a small skate park, playfields, and pathways, highlighting the success of a community-supported park initiative.
- The popular Stanley Park Seawall underwent improvements and upgrades to widen it and better serve pedestrians, in-line skaters and cyclists.

Community and Recreation Centre Upgrades

- False Creek Community Centre was expanded with an addition that included a new gym and larger fitness area to meet the growing needs of the community.
- The Renfrew Pool was completely rebuilt with extensive upgrades to its tank and deck, a new hot pool and sauna, and an expanded fitness centre.
- The design was approved and construction began on Killarney Pool, the first new indoor aquatic facility in the city in 25 years. The replacement pool is scheduled to open in the fall of 2005, and will feature a green building with reduced use of energy and water.
- The construction of the new Millennium Sports Facility at Nat Bailey Stadium Park began in 2004. When completed, it will house the Phoenix Gymnastics and Pacific Bowling Clubs.



WINNER'S CIRCLE

The City of Vancouver's innovation, creativity and forward-thinking made us the recipients of many awards and recognitions through the year. We're proud our programs, initiatives and accomplished, dedicated staff and Council members who are making strides in such a wide variety of areas.

- The City of Vancouver and the Concord Pacific Group were recognized for Excellence on the Waterfront through a 2004 Project Honor Award from the Waterfront Centre in Washington, DC for the planning, design, and shoreline treatment of False Creek North/Concord Pacific Place.
- The City received a Downtown Achievement Award from the International Downtown Association at its 50th anniversary conference in October. The City was recognized for the success of its Living First Strategy, a comprehensive plan that encourages housing density and diversity, strong neighbourhoods, and suitable urban design and architecture downtown.
- The City's new National Works Yard achieved a Gold rating under the internationally recognized LEED (Leadership in Energy and Environmental Design) system developed by the US Green Building Council. It's the City's first LEED registered project.
- The Vancouver Agreement won the gold medal for Innovative Public Service Management from the Institute of Public Administration of Canada.
- Vancouver City Manager Judy Rogers was named to the Top 100 list at the Most Powerful Women Awards and Summit, which identifies and celebrates the 100 most exceptional and influential women in Canada.
- Director of Current Planning Larry Beasley and Councillor Sam Sullivan were appointed Members of the Order of Canada in July 2004. Beasley was recognized for his leadership in transforming the downtown core into a vibrant, livable, urban community. Sullivan, quadriplegic since age 19, was cited for his dedication to public service and for being the founder and driving force behind a number of organizations which enhance the lives of people with disabilities.
- Kevin Ramsay, Manager of the City's Streets Operations division, was named the 2004 Public Works Manager of the Year by the Public Works Association of British Columbia. In his work with Waterworks Operations and Streets, he helped save the City millions of dollars while improving the service delivered to taxpayers.
- The City was honoured with 2004 Rick Hansen Accessibility Awards in two areas. The Community Services Group was recognized for requiring enhanced accessibility in multi-unit residential buildings. The Mayor's Advisory Committee on Disability Issues was commended for their ongoing commitment to enhancing access to City services for persons with disabilities.
- The City of Vancouver's 2004 United Way Employee Campaign raised $205,364. The City was also nominated and shortlisted for two United Way Spirit Awards which recognize the commitment, leadership and creativity of our organization and volunteers.

Two non-market housing projects developed in partnerships with the community and BC Housing were recognized with architectural awards.

- The Lore Knill Housing Co-operative's architects Henriquez Partners received a Lieutenant Governor's and a Governor General's Medal for Architecture for the project.
- Mole Hill, the oldest complete block of Victorian and Edwardian houses in the city, garnered a 2004 Heritage Canada Award for Special Achievement for its architects Sean McEwen and Hotson Bakker and the Mole Hill Community Housing Society.

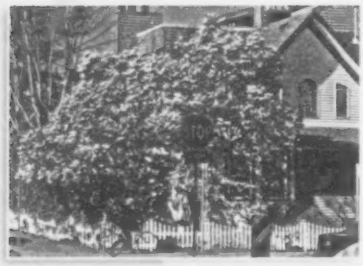
- The City's National Works Yard won the Canadian Institute of Steel Construction (CISC) 2004 BC Steel Design Award in the Architectural Division for outstanding steel structure.
- VanMap, the City's web-based map system, took the Customer Innovation Award for the second straight year from Autodesk, the City's Geographic Information System (GIS) technology vendor.

Vancouver Park Board

- The Vancouver Park Board was awarded the Rick Hansen Wheels in Motion Accessibility Award for Leadership in recognition of the progress, scope and excellence of accessibility in recreation programs across the city.
- The Park Board's role in supporting and developing lasting recreation programs for inner-city families through MoreSports was recognized by the Canadian Recreation and Parks Association's Award of Excellence for Innovation.
- The Park Board was recognized along with van der Zalm + associates inc. and New Line Skateparks for a regional honour award by the Canadian Society of Landscape Architects for the Vancouver Skate Plaza. It also received a CSLA Regional Merit award with PWL Partnership Landscape Architects Inc. for Phase II of the Harbour Green Park.
- Landscaping work at English Bay received a Pacific Northwest Palm and Exotic Plant Society Landscaping Award for outstanding horticultural achievement in cultivation of hardy palms and other exotic plants.

Vancouver Public Library

- Virtual Library coordinators Deb Hutchison and Michele Pye received national and international recognition for their work on virtual reference performance targets and benchmarking. They presented their findings at the Canadian Library Association and Virtual Reference Desk conferences.



CITY OF VANCOUVER CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31 ($000s)	2004	2003 Restated Note 9(a)
FINANCIAL ASSETS		
Cash	$ 66,638	$ 36,819
Temporary investments	555,974	436,666
Accounts receivable and accrued interest	50,095	46,987
Local improvement receivable	18,614	19,735
Property taxes receivable	19,890	30,433
Lease agreement receivable	53,171	54,616
	764,382	625,256
PHYSICAL ASSETS		
Inventory	12,091	11,398
Capital assets	7,274,586	6,767,071
	7,286,677	6,778,469
	$8,051,059	$7,403,725
LIABILITIES		
Accounts payable and accrued liabilities	$225,233	$211,013
Mortgage and loan agreements	68,493	66,897
Long term debt	472,332	396,136
Deferred income	43,431	29,978
	809,489	704,024
MUNICIPAL EQUITY		
Equity in capital assets	6,726,096	6,299,132
Reserve for debt retirement	139,630	112,748
Reserves	243,754	205,281
Fund balances	232,887	169,045
Obligations to be funded from future revenues	(100,797)	(86,505)
	7,241,570	6,699,701
	$ 8,051,059	$ 7,403,725

CITY OF VANCOUVER CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

Years ended December 31 ($000s)	2004	2003 Restated Note 9(a)
REVENUE		
Property taxes, penalties and interest	$ 465,447	$ 456,300
Water fees	61,412	58,360
Solid waste fees	36,970	35,592
Sewer fees	32,951	31,756
Other fees, rates and cost recoveries	262,039	223,172
Revenue sharing, grants and contributions	14,781	7,227
Investment income	21,470	21,098
Rental and lease income	37,782	36,346
Sale of property	17,722	9,479
	950,574	879,330
EXPENDITURES		
General government	131,715	129,523
Police protection	158,412	152,583
Fire protection	75,744	75,307
Engineering	110,256	123,606
Water utility	62,338	62,717
Solid waste	37,484	29,882
Sewer utility	72,417	71,128
Planning and development	58,725	61,001
Recreation and parks	136,079	88,434
Community and cultural services	70,291	68,440
	913,461	862,621
NET REVENUE	37,113	16,709
DEBT, TRANSFERS AND OTHER		
Debt		
Principal repayments	(26,111)	(26,629)
New issues	103,903	—
Net transfers to reserves	(65,355)	(34,258)
Change in obligations to be funded from future revenue	14,292	1,922
	26,729	(58,965)
CHANGE IN FUND BALANCES	63,842	(42,256)
FUND BALANCES		
Beginning of year	169,045	211,301
End of year	$ 232,887	$ 169,045

PHOTOGRAPHERS:

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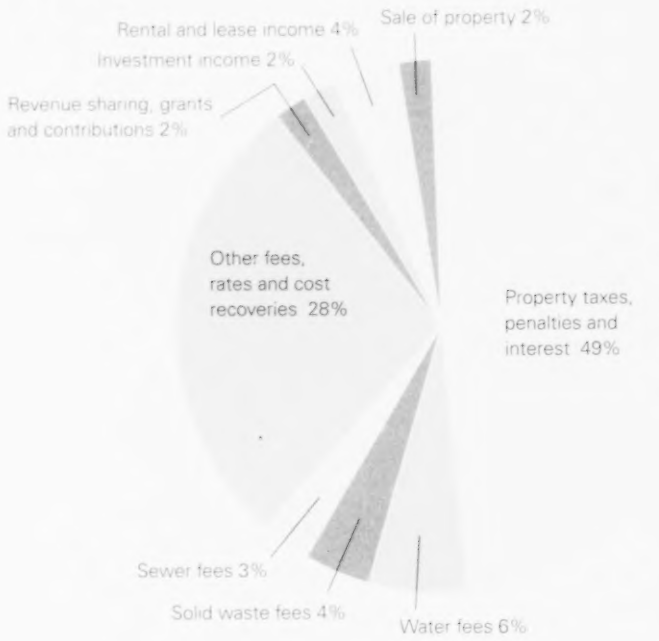
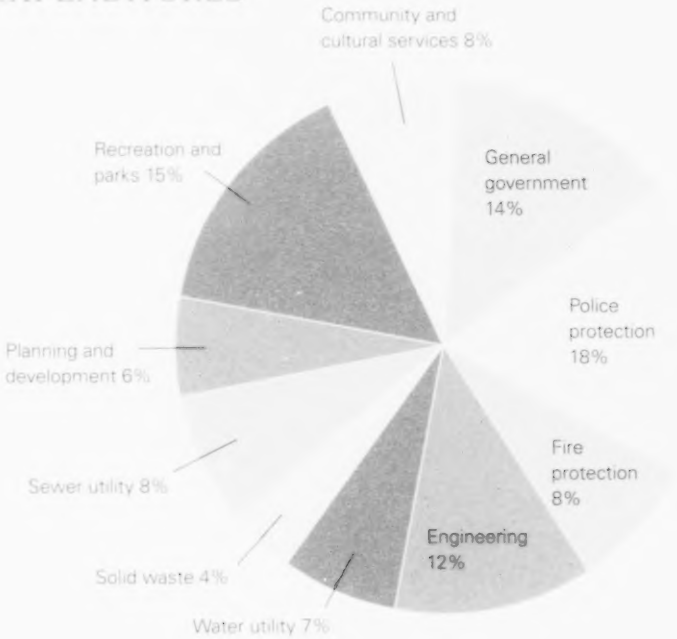
REVENUE SOURCES


Sale of property 2%
Rental and lease income 4%
Investment income 2%
Revenue sharing, grants and contributions 2%
Other fees, rates and cost recoveries 28%
Property taxes, penalties and interest 49%
Sewer fees 3%
Solid waste fees 4%
Water fees 6%

EXPENDITURES



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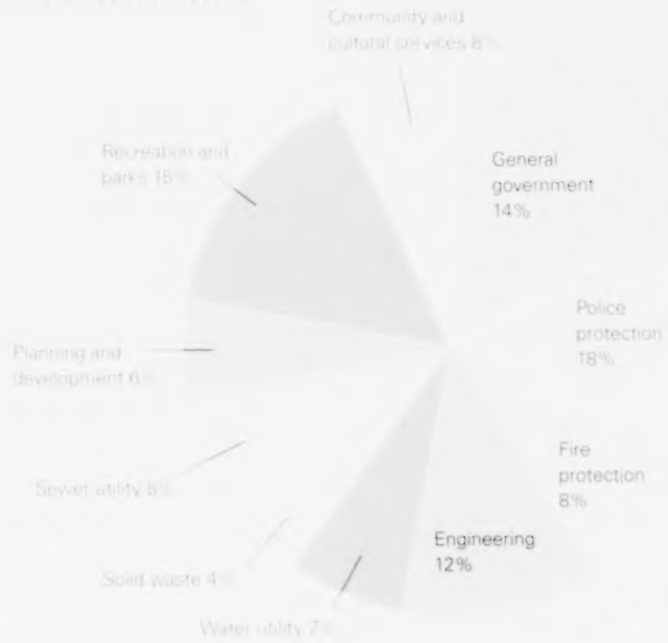
Community and cultural services 6%
Recreation and parks 15%
General government 14%
Police protection 18%
Planning and development 6%
Fire protection 8%
Sewer utility 8%
Engineering 12%
Solid waste 4%
Water utility 7%

City of Vancouver
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